

The Bill Blackwood
Law Enforcement Management Institute of Texas

The Impact of Eight-Hour Work Shifts Versus Twelve-Hour Work Shifts for Law Enforcement

An Administrative Research Paper
Submitted in Partial Fulfillment
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Leadership Command College

By

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INTRODUCTION

Currently, many law enforcement agencies throughout the country face budget constraints. While attempting to maintain an unchanged level of coverage and service, these agencies constantly search for ways to conserve tax dollars. As a result, the agencies are left with less manpower to patrol areas similar in size or those made larger through annexation. Because the size and type of the organization are significant factors in law enforcement, officers are dependent upon an individual's life and property in a variety of ways. Expected to exercise authority when necessary, whether on or off duty, law enforcement officers enforce federal, state, and local laws and ordinances by various measures (i.e., gathering evidence, making arrests, and cooperating with other law enforcement agencies).

The purpose of this research is to evaluate the effects of eight-hour shifts versus twelve hour shifts in law enforcement. This evaluation includes comparisons of: 1) cost benefits to law enforcement agencies covering twenty-four hour shifts, seven days a week, and 2) of the two shifts, those allowing a decrease in the number of full-time employees.

An examination is necessary to determine the number of personnel required to cover each area twenty-four hours a day, seven days a week. Factors of concern include whether or not officer productivity changes after the ninth hour of the twelve-hour shift and the impact of officer fatigue. One area to consider is, is there an increase or decrease in at-fault accidents?

Methods of inquiry to be used in the research include personal surveys, telephone surveys, and questionnaires from supervisors and line personnel. Examination will also consist of research from corporations and individuals who have previously studied this topic.

Although more overtime will be required to cover openings from sick leave, training, and vacation, an anticipated finding of the research is that fewer full-time employees will be required

to cover a twelve-hour shift. In addition, officer productivity is expected to fall after the ninth hour of the twelve-hour shift. Similarly, employee fatigue will continue to increase until the officers' sleep patterns adapt to the twelve-hour patterns.

Implications of the research could affect any agency attempting to find new avenues for saving tax dollars. This answer holds the potential to assist the Galveston County Sheriffs Office in its response to the recent opposition of shift hours. Unfortunately, these costs will also reach out to the employees and the community. Although less manpower on the street may lead to increased crime rates, more hours on the street could result in officer fatigue or burnout. It is up to each individual agency to decide whether the "pros" outweigh the "cons" and which shift best fits its needs.

REVIEW OF LITERATURE

This study examines the impact of shift work on individuals in the law enforcement profession. Straight time work schedules have been examined and it has been found that law enforcement officers may work a minimum of 40 hours per week, but not necessarily has a standard Monday through Friday, 8:00 or 9:00 a.m. to 5:00 p.m. workweek. Alternative work schedules, also known as compressed workweeks, compress the 40-hour workweek into fewer than five days for law enforcement officers. The "pros" of compressed workweeks include improved employee relations and improved personnel outcomes; conversely, the "cons" include increased worker fatigue and difficult internal and external communication processes. However, each area will continue to have pros and cons.

Finally, this study suggests that the implications of this research can affect any agency attempting to find new savings for tax dollars. Overall, it is up to an individual agency to

determine whether the "pros" outweigh the "cons" and which shift best fits the agency's needs.

The demand for law enforcement, especially police officers, largely depends on government spending, population growth, and the crime rate. Law enforcement officers work a minimum of 40 hours per week; however, they do not necessarily have a standard Monday through Friday, 8:00 or 9:00 a.m. to 5:00 p.m. workweek. Rather, officers may work night patrol or be required to work undercover surveillance. They are often required to work on weekends and holidays. In addition, officers are often required to be on-call when off duty. Some agencies offer a work schedule where officers work ten-hour shifts, four days per week. Work performed beyond the normal hours or on holidays is generally compensated with extra pay.

"The term *alternative work schedules* [or compressed workweek] encompasses all variations of the standard work schedule: that is, a workday from 8:00 or 9:00 a.m. to 5:00 p.m., for seven or eight hours a day, five days a week" (Nollen and Martin, 1978, pg. v). In a compressed workweek, "the usual number of weekly full-time hours is compressed into fewer than five days" (Nollen and Martin, 1978, pg. v). Most commonly, one will find a compressed scheduled consists of "...a 10-hour day, four-day week..." (Ronen, 1984, pg. 6).

Organizations that use compressed workweeks include both positive and negative effects, such as improved employee relations and improved personnel outcomes, while negative effects pose challenges for management. "For example, the compressed workweek: 1) Increases worker fatigue (for over half the users), 2) Makes the manager's job harder (for a third of the users), and 3) Makes internal and external communication harder (for a third of the users)" (Nollen and Martin, 1978, pg. 38).

Flexible working hours offer "workers more control over their working time and the ability to accommodate personal and family needs as well as work needs... permit[ting] workers to be treated as responsible adults... [ultimately] increase[ing] job satisfaction... and offer[ing] workers longer usable blocks of free time... [while] facilitate[ing] lifelong learning" (Nollen and Martin, 1978, pg. vi)."

Age also has an effect on the satisfaction of one's work schedule (see Appendix 1). According to Maklan (1977), because age is generally associated with greater schedule satisfaction, "four-day workers are almost uniformly satisfied with their hours of work" (pg. 84).

Employers also look at the benefits of alternative work schedules. First of all, implementation is minimal in cost and tends to impact the budget very little. With this in mind, employers want this schedule to produce more satisfied and highly motivated workers and, at the same time, have the ability to provide a variety of public services and facilities in an efficient manner. On the recruitment side, employers are looking forward to offering alternative work schedules in order to attract higher-level individuals for producing a well rounded team. Although alternate work schedules tend to present management challenges at times, they can "expand the range of options for solving problems of work scheduling or meeting customer service needs" (Nollen and Martin, 1978, pg. vi). Nollen and Martin (1978) indicate that "previous reports in each of the trio - turnover, absenteeism, and tardiness - is likely to be reduced under a compressed work-week, along with an increase in morale and easier recruiting" (pg. viii).

Nollen and Martin (1978), stress that benefits for employees, from management's point of view, include, more continuous free time, more uninterrupted leisure time, more personal

time for education or part-time work, and reduced transportation time and expense. Benefits for the organization include, longer and more productive days, scheduling more police officers at peak workload hours, extended coverage can be provided for a position without having to pay overtime or setting up second shifts with undesirable hours, and reduced requests for time off for personal reasons (see Appendix 2).

Along with advantages of the compressed workweek, disadvantages also exist. "Both positive and negative forces act on productivity" (Nollen and Martin, 1978). Some workers have actually complained of worker fatigue resulting from these "longer work days." "Another disadvantage of compressed workweeks... is the problem some employees have in managing their personal commitments (such as evening meetings or the pick-up of children from daycare centers), which works to offset recruiting and turnover advantages" (Nollen and Martin, 1978, pg. viii). Nollen and Martin (1978), indicate "work scheduling and communication are often reported to be complicated [for the employer], especially when some units are on compressed workweeks and others are not" (pg. viii).

"Problems with work scheduling, employee scheduling, and conflicts with personal and commuting schedules" (Nollen and Martin, 1978) are encountered by users when compressed workweeks are utilized. Work scheduling problems include internal coverage, supervision, interdepartmental coordination, and customer service, while employee scheduling problems primarily include who works when. "The varied solutions to these problems included staggering days off, letting employees voluntarily work out rotations to ensure coverage, and adding flextime to aid employees in accommodating their work schedules to their personal schedules" (Nollen and Martin, 1978, pg. 38-39).

Compressed workweeks also tend to effect workers, job performance, management practices, and a variety of costs for an agency. According to Nollen and Martin (1978), the majority of users experience improved employee morale, more favorable employee commuting, an extra day off to complete personal obligations, and reduced turnover and absenteeism, all constituting a payoff for workers (see Appendix 3); compressed workweeks also increase worker fatigue, difficult communication, interdepartmental scheduling, and coordination (see Appendices 4 and 5).

Overall "compressed workweeks are used in a variety of work settings..." (Nollen and Martin, 1978, pg. 48). Nollen and Martin (1978), feel "most organizations that do not use (or have never used) compressed workweeks are quite negative about them". "They foresee only three strongly positive effects: employee morale, commuting, and absenteeism. They expect bad results in terms of productivity, worker fatigue, coverage of work situations, employee scheduling, work scheduling, difficulty of job management, and relationships with customers and suppliers" (Nollen and Martin, 1978, pg. 52).

For employers who wish to begin implementing a compressed workweek schedule, stages of implementation include: "(1) initial consideration of the program, (2) forming a task force, (3) conducting a feasibility study, (4) planning the program itself, (5) defining an evaluation process, (6) conducting a pilot study, and (7) implementing the change company wide" (Ronen, pg. 200). (See Exhibit 6). Two phases must also be developed and broken down into steps during the program planning: the planning phase and adoption phase (see Appendix 7). Before implementing this plan, a pilot program may want to be adopted. Additionally, the "objectives of a planned change depends on the environment in which the firm operates, organization structure, adequacy of planning and control, type and style of

decision-making strategies used by management, and effective management approach and practices consistent with the prevailing organizational climate" (Ronen, pg. 197). (See Appendix 8).

"The planning phase includes all fact-finding and opinion gathering steps and identification of internal management responsibilities. The adoption phase includes changes instituted in organizations because of compressed workweeks as well as its actual start-up and the possible measurement of results" (Nollen and Martin, 1978, pg. 54). Both phases are required for successful implementation of the program-planning phase.

Some organizations, that have chosen to implement the compressed workweek, have discontinued this program due to problems in "scheduling, supervision, coverage, and/or customer service problems, ... bad productivity experiences and high operating costs, ... employee dissatisfaction, ... and fatigue" (Nollen and Martin, 1978, pg. 67-68). (See Appendix 9).

The attitude and position taken by many in the ranks of management normally present a barrier to conversion of the compressed workweek. Two often-stated reasons include: "First, many employers fear that the 4/40 week is but a wedge in the door to subsequent labor demands for shorter workweeks rather than rearranged working hours. ... A second reason for management's opposition to shorter hours and nonconventional work schedules is that firms most readily convertible to a four-day week are those that are highly labor-intensive" (Maklan, 1977, pg. 11).

METHODOLOGY

In order to determine: 1) whether an officer's productivity changes after the ninth hour of a twelve-hour shift, and 2) the impact of officer fatigue, personal surveys, telephone surveys, and questionnaires from supervisors and line personnel were distributed to twenty-nine random agencies throughout the State of Texas. Literature from corporations and individuals that have studies this topic will also be examined.

Twenty-four of the twenty-nine surveys, or 83 percent, were returned -- an overwhelming response. Supervisors, with the rank of sergeant or above, completed the surveys. The overwhelming response of the surveys tends to indicate that alternative work schedules are an area of concern, whether positive or negative, for each agency.

FINDINGS

Surveys were distributed to twenty-nine random agencies throughout the State of Texas. Twenty-four out of the twenty-nine, or 83 percent, of the surveys were received. Supervisors, with the rank of sergeant or above, completed the surveys. Of the twenty-four returned, 10 are currently working twelve-hour shifts, 11 are currently working eight-hour shifts, and 3 are currently working "other" shifts; 42 percent, 46 percent, and 12 percent, respectively.

Police departments, or law enforcement agencies, are fully aware of their obligation to handle calls for service 24 hours a day, seven days a week. Because of this, police work is marked as "dangerous and stressful." Police officers not only deal with threatening situations on a daily basis, but also "witness death and suffering resulting from accidents and criminal behavior", ultimately "taking a toll on officers' private lives" (Miller, 1995).

The impact of shift work on individuals in the law enforcement profession is determined by studying straight time and alternative work schedules, also known as compressed workweeks. The "pros" of compressed workweeks include improved employee relations and improved personnel outcomes, consisting of better balance between private life and work, reduced stress, and economic advantages (additional time worked is credited). The "cons" of compressed workweeks include increased worker fatigue and difficult internal and external communications, consisting of economic (some overtime earnings may be reduced) and working conditions (levels of supervision and services may not be available).

The overall assumption to be made here is that it is up to an individual agency to determine whether the "pros" outweigh the "cons" and which shift best fits the agency's needs.

DISCUSSION/CONCLUSIONS

During a person's lifetime, life and career stages include attitudes toward working hours: parallel life stages and career stages (see Appendix 10). Parallel life stages are a description, according to age group, of what a particular individual is experiencing at a point in his or her lifetime. During the career stage, there are many facets an individual will experience throughout one's career.

Determining factors in establishing a compressed workweek should be based upon the job and the jobholder. Older employees may become tired and unable to work effectively for ten or twelve hours. The programs appear most effective for young, single employees, who value long weekends and are able to work longer days.

"Organizations that do not use (have never used) compressed workweeks are quite negative about them" (Nollen and Martin, 1978, pg. 38). They foresee only three strongly

positive effects: employee morale, commuting, and absenteeism. They expect "bad results in terms of productivity, worker fatigue, coverage of work situations, employee scheduling, work scheduling, difficulty of management job, and relationships with customers and suppliers" (Nollen and Martin, 1978, pg. 38).

Some organizations who implemented the compressed workweek experienced failure and discontinuation of the program due to a "mismatch in the first place between the work setting and the compressed workweek schedule" (Nollen and Martin, 1978, pg.39). Nollen and Martin (1978), have determined that the "major reasons for dropping the program included scheduling, supervision, coverage, or customer service problems, bad productivity experiences, high operating costs and some employee dissatisfaction."

"For a substantial number of organizations that use compressed workweeks (four out of ten), overtime costs are reduced in turn reducing unit labor costs. A regular ten-hour shift under a compressed workweek schedule, for example is likely to have lower labor costs than is a regular eight-hour shift with two hours of overtime" (Nollen and Martin, 1978, pg.46).

Implementation of a compressed workweek "should be considered a continuous process within the organization, not just a one-time intervention. Once goals have been set and criteria for their measurements determined, measurement and evaluation should be an ongoing process. If the resulting feedback does not meet the criteria for organizational effectiveness, the goals of the program must be redefined, or else the process effecting the change must be reconsidered" (Ronen, 1984, pg. 207).

According to Maklan (1977), "Workers should be queried at least once prior to their conversion to the four-day workweek, and changes in their perspectives, behavior, and attitudes should be mapped, preferably over a minimum of three years. This time span would

allow for a period of passive, as well as active, adjustment, thereby enabling the researcher to determine the long-run stability of attempted solutions to adjustment problems. The data would also permit examination of adjustment through its various phases, facilitate determination of who benefits, who suffers and why, and, finally, provide a good baseline for assessing the total impact of working this schedule" (pg. 179).

The implications of the research could affect any agency that is attempting to find new avenues for saving tax dollars. The answer has the potential to assist any agency in its response to recent opposition of shift hours. Less manpower on the street may lead to increased crime rates; however, more hours on the street for officers could result in officer fatigue or burnout. It is up to the individual agency to decide if the "pros" outweigh the "cons" and which shift best fits the agency's needs.

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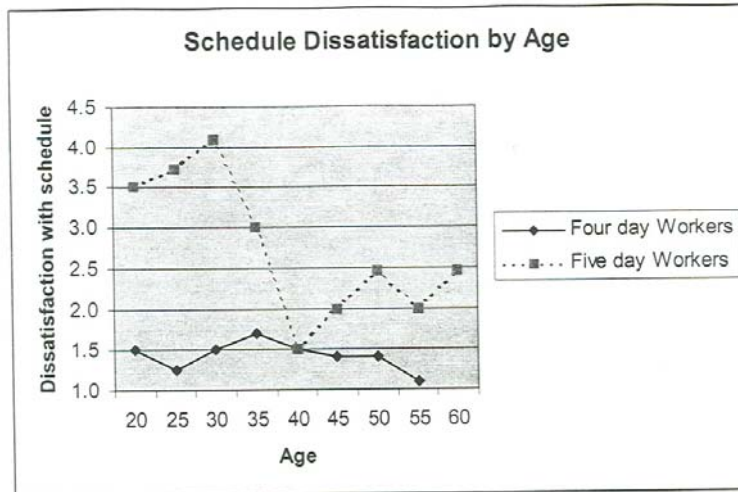
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APPENDIX 1



Ref: Maklan, 85

APPENDIX 2

Reasons for using compressed workweeks.

<i>Reason</i>	<i>Percent of All Users</i>
Improve employee moral and satisfaction; improve employee relations; convenience to employees	44
Provide an additional employee benefit; give employees another day off	18
Increase productivity, improve production scheduling, increase capital utilization	39
Reduce costs; less overtime, overhead	14
Make recruiting easier, higher quality people available, make shift-work more attractive	11
Decrease absenteeism, turnover, tardiness	10
Provide better service, stay open longer hours	7
Other	5

Notes: The sample size is 147. Percent total exceeds 100 because of multiple responses.

Ref: Nollen and Martin, 54

APPENDIX 3

Effects of compressed workweeks on the organization: the experiences of 148 users.

<i>Nature of Effects</i>	<i>Changes Attributed to Compressed Workweeks (percent of all users)</i>		
	Better	No Change	Worse
<i>Effects on Employees</i>			
Employee morale	90	9	1
Employee commuting	54	34	12
<i>Effects on Job Performance</i>			
Productivity	39	47	14
Turnover	60	38	2
Absenteeism	71	27	2
Tardiness	46	45	9
Fatigue	9	39	53
<i>Effects on Communication</i>			
Internal communication	9	59	32
External communication	8	61	31
<i>Effects on Management Aspects</i>			
Coverage of work situations	28	42	30
Employee scheduling	20	53	28
Work scheduling	28	28	25
Difficulty of management job	11	54	34
<i>Effects on Costs</i>			
Unit labor costs	36	56	8
Overtime costs	40	49	11
Personnel administration costs	11	76	13
Training costs	9	80	11
Recruiting	69	28	3
Utilities costs	35	52	12
Support services costs	19	70	11
<i>Effects on Customers, Suppliers and the Public</i>			
Effects on customers	10	72	18
Effects on suppliers	3	85	12
Public relations	38	55	7

Ref: Nollen and Martin, 46

APPENDIX 4

Problems encountered in the use of compressed workweeks.

<i>Problem</i>	<i>Percent of 115 Responses</i>
Work scheduling problems	38
Internal coverage, supervision or coordination problems	22
Customer service or supplier problems	12
Communications problems	4
Employee scheduling problems	26
Weekend staffing, setting shift hours, or deciding who works compressed schedules	15
Employee home and family life problems, commuting problems	11
Fringe benefit reallocation – vacation, sick leave time	11
Overtime – how to avoid it equitably	9
Fatigue	6
Other (including employees who don't know what to do with extra time off)	9

Ref: Nollen and Martin, 58

APPENDIX 5

Examples of problems with compressed workweeks and their solutions (actual reports from users).

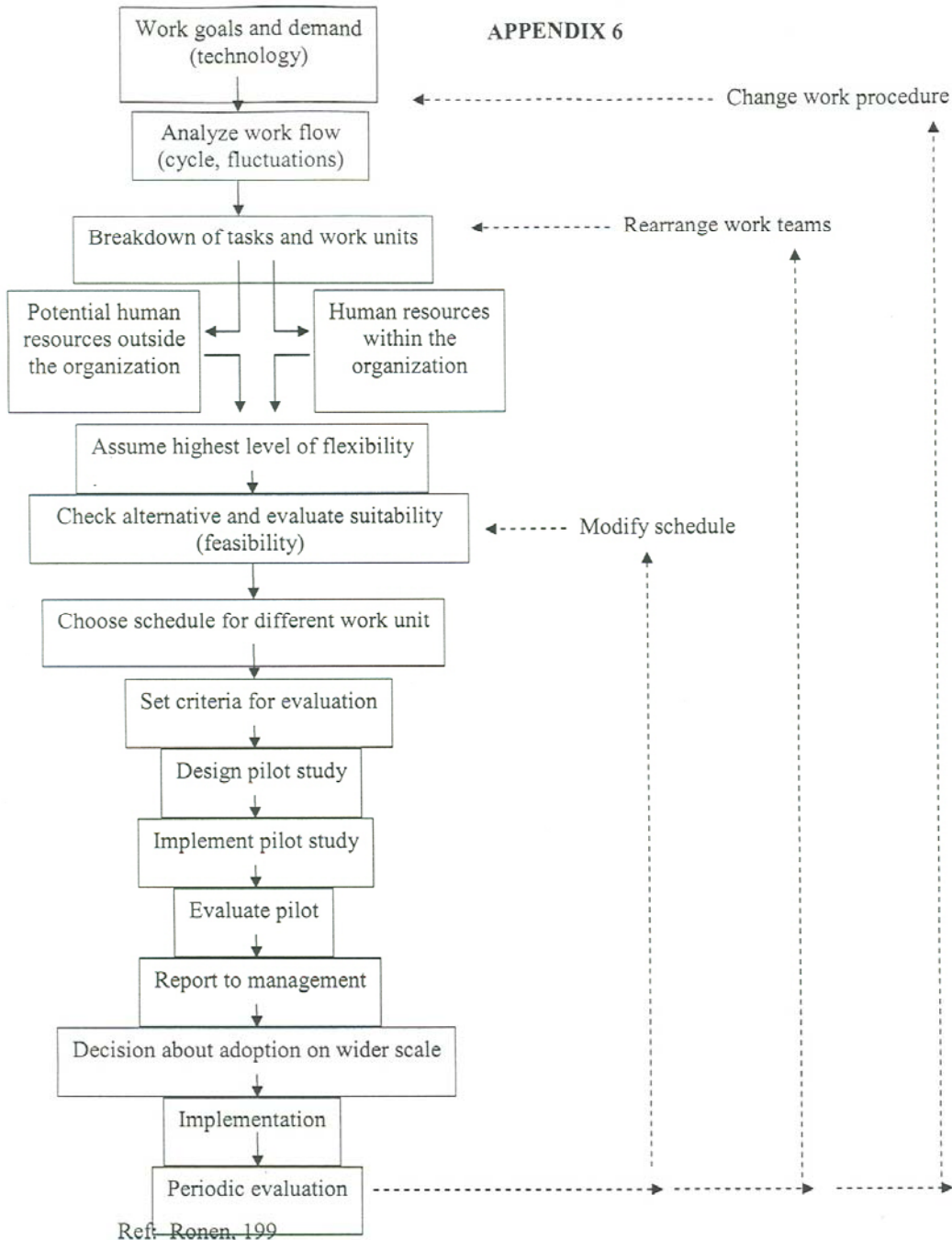
<i>Problems</i>	<i>Solutions</i>
<i>Work scheduling problems</i>	
<ul style="list-style-type: none"> • Poor supervisory coverage. • Coverage in all departments was necessary at all times. • Telephone coverage, Friday billing. • Customer service coverage on Friday afternoons. • Customer service calls. • Incoming freight. • Maintaining contact with distributors, salesmen on Fridays. • Problem of service to policyholders. • Supervisors did not like to work Friday afternoon. • Communication from one team to another. • Communications with employees much more complex. 	<ul style="list-style-type: none"> • Asked supervisors to work five days. • Maintained skeleton crews and compensatory time off was granted. • Cross-training; some people work five days (eight hours a day). • Group established its own rotating coverage so a person would be present. • Rearranged shifts. • Notified local delivering carriers. • Scheduled necessary contact employees on a Tuesday-Friday workweek. • Assigned 7 present of 4-day workweek force to a Tuesday-Friday schedule with 93% working Monday-Thursday. • We found that neither policy owners nor agents came in or called on Friday so we use an answering service for all closed hours. • We developed a one-hour overlap. • Required added management time.
<i>Employee scheduling problems</i>	
<ul style="list-style-type: none"> • Starting time for employees under flextime schedule was not acceptable when the ten-hour workday was instituted. • Office employees who contact customers also wanted a 4-day week. • Too many wanted Mondays or Fridays off. • Adverse effect on nonparticipating employees' morale. 	<ul style="list-style-type: none"> • Employees were permitted to select a new flextime schedule; lunch hours were cut to 30minutes to shorten the day. • We staggered their workweek; that is, half had Monday off, half Friday. • Each department's management simply spelled out the minimum staff required for those days and it was left up to work groups to decide who would be there. • Not solved.

<ul style="list-style-type: none"> • Some married women with children find it inconvenient to arrive home late. • Changing of daily shift hours. • Train schedules for departing employees require up to 1-1/2 hr. wait on Friday afternoon. • Babysitting and transportation. 	<ul style="list-style-type: none"> • Solved by putting only those people who want the 4-day week in that department. • Employees had to adjust and in some cases change their transportation. • Called Burlington Railroad – they are adding a train. • Allowed flexibility in reporting and quitting times.
<i>Fringe benefit reallocation problems</i>	
<ul style="list-style-type: none"> • How to pay for benefits such as days of vacation, holidays, funeral pay, sick days. • Sick days. 	<ul style="list-style-type: none"> • Generally we divided “4” instead of “5.” Everyone involved gets “1” less, but the same number of hours. • Had to change “sick days” to “sick hours” because of longer working day in 4-day week. Now give 48 hours per year instead of six days.
<i>Overtime problems</i>	
<ul style="list-style-type: none"> • We are covered by federal law requiring overtime after eight hours. • Walsh-Healy Act requires overtime for hours over eight in a day for all work on government contract. • Due to Walsh-Healy, having to pay overtime for over eight hours worked. 	<ul style="list-style-type: none"> • Restructured wage schedule was developed to yield equal pay under new and old schedule. • We dropped U.S. Government as customers. • Not solved and is why we have not expanded use of compressed workweeks.

Ref: Nollen and Martin, 58-60

Selecting an Alternative Schedule

APPENDIX 6



APPENDIX 7

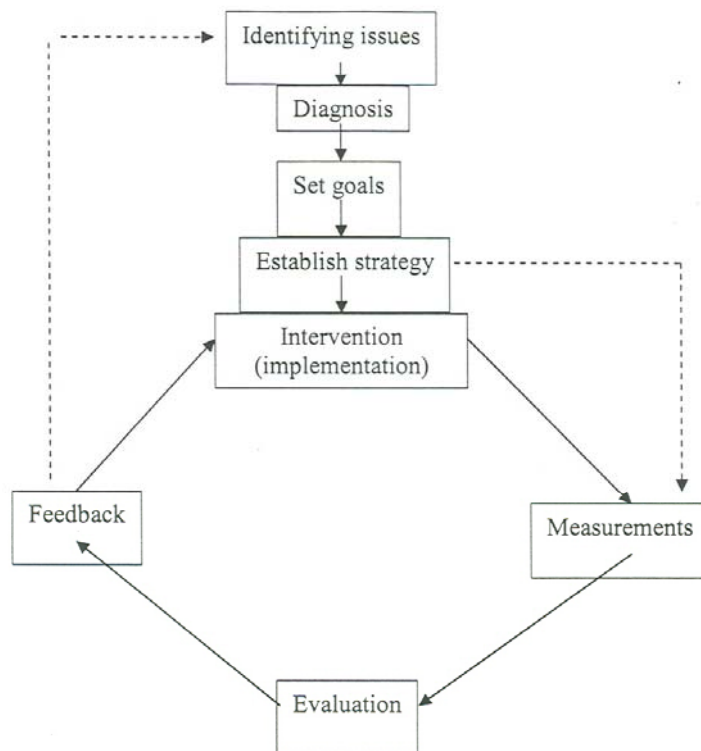
Implementation steps taken by users of compressed workweeks.

<i>Implementation Steps</i>	<i>Percent of All Users</i>
<i>Planning Phase</i>	
Held meetings with managers, supervisors	70
Held meetings with employees	66
Reviewed state and federal labor laws	52
Discussed plan with other organizations	48
Appointed an internal project director	13
Held meetings with union representatives	10
An organization member attended a seminar or conference	9
Engaged an outside consultant	1
<i>Adoption Phase</i>	
Instituted first on trial basis	68
Employees voted on adoption	26
Provided for audit of results	26
Established baseline data for formal evaluation of	
- business results	26
- employee attitudes	23
Work restructured	20
Employee cross-trained	9

Ref: Nollen and Martin, 55

APPENDIX 8

System of Ongoing Evaluation and Organizational Change



Ref: Ronen, 197

APPENDIX 9

Reasons given by organizations that discontinued compressed workweeks.

<i>Reason</i>	<i>Percent of All Discontinuers</i>
Internal work scheduling, supervision, communication, or provision of facilities made too difficult	27
Customer relations, customer service, or coverage made too difficult	19
Productivity decreased	19
Employees did not like it, usually due to conflict with personal schedules or commuting	17
Operating costs (not otherwise specified)	15
Fatigue	11
Overtime costs too high	6
Top management opposed it (reasons not specified)	6
Used for special reason or temporary need that is no longer present	19
Other	4

Notes: Totals exceed 100 percent because of multiple responses. The sample size is 68 responses from 48 discontinuers.

Ref: Nollen and Martin, 68

APPENDIX 10

Life and Career Stages and the Resulting Attitudes toward Working Hours

Age	Parallel Life Stages	Career Stages	Differential Effects of Life Stages on Men and Women in Regard to Time Availability and Desired Work Hours
18-22	Early-adult transitional period: Leaving family and reduced dependency, Peer support becoming critical, Marriage or college major transition	Exploration – preparation for work	Part-time work, odd jobs, odd hours (after school, vacation)
22-28	Getting into adult world: Adult and initial occupational roles, Marriage and children demanding structures	Establishment stage – mutual recruitment between the organization and the individual, acceptance and entry, leveling off, transfer and/or promotion	Willingness to work long hours, overtime – not weekends or evenings
28-32	Transition period: Reworking occupational and family changes and increased financial needs	Granting of tenure – evaluation by the organization of the individual, leading to commitment to the individual, release, or sidetracking	<ul style="list-style-type: none"> Men: Long hours, take work home Women: Drop out/part time
33-40	Settling down: Stability and order, security and control established, Becoming one's own person	Maintenance (mid-career) – self-reexamination in the presence of security; occurrence of midlife crisis	<ul style="list-style-type: none"> Men: (1) If upwardly mobile, long hours, community work, flexibility; (2) If plateau in work, regular hours, second job, attention to family Women: Back into career, part or full-time, shared jobs, flexible hours desired
40-45	Midlife transition and nurturance of others: Children leaving home to enter adult world, Reevaluation and commitment to lifestyle	Maintenance (late career) – teaching instead of striving, deceleration at work, growing interest in nonwork activities	<ul style="list-style-type: none"> Men: Steady hours, not as long, longer vacations, weekends; education for renewal, either evenings or on sabbatical Women: Longer hours, perhaps flexibility

45-55	Restabilization and establishment: Adaptive, Conforming orientation, Renewed interests	Wish for more enriching personal life; renewal of important relationships; establishment of mentor-mentee relationships	Health problems may begin to emerge requiring reduced hours, increased interest in leisure
55-65	Anticipation of retirement	Decline – preparation for retirement, increasing reliance on wisdom gleaned from experience, self-acceptance	Men and women: Tapering to part time

Source: This table is based on the seven life stages reported by D.J. Levinson, C. Darrow, E. Klein, M. Levinson, and B. McKee, *The Seasons of Man's Life* (New York: Alfred A. Knopf, 1978); the information in E. Schein, *Career Dynamics: Marching Individual and Organizational Needs* (Reading, Mass.: Addison Wesley, 1978); and the desired work hours from A.R. Cohen and H. Gadon, *Alternative Work Schedules: Integrating Individual and Organizational Needs* (Reading, Mass.: Addison-Wesley, 1978).

Ref: Ronen, 8

